FROM ENGINEER TO CO-CREATIVE CATALYST;
AN INCLUSIONAL AND TRANSFORMATIONAL JOURNEY

An inquiry into the epistemology of how traditional management 'tools and theory' can be used and evolved in enhancing organizational effectiveness in an industrial setting, and how to value and evaluate change.

Graham John van Tuyl

A thesis submitted for the degree of Doctor of Philosophy
University of Bath
School of Management

April 2009

COPYRIGHT

Attention is drawn to the fact that copyright of this thesis rests with its author.
This copy of the thesis has been supplied on condition that anyone who consults it is understood to recognise that its copyright rests with its author and that no quotation from the thesis and no information derived from it may be published without the prior written consent of the author.
This thesis may be made available for consultation within the University Library and may be photocopied or lent to other libraries for the purpose of consultation.
A thesis submitted for the degree of Doctor of Philosophy; April 2009
Graham van Tuyl, University of Bath, School of Management, England
From Engineer to Co-Creative Catalyst; An Inclusional and Transformational Journey.
Summary of Research Topic

Title:

From Engineer to Co-Creative Catalyst; An Inclusional and Transformational Journey.  
An inquiry into the epistemology of how traditional management 'tools and theory' can be used and evolved in enhancing organizational effectiveness in an industrial setting, and how to value and evaluate change.

Abstract:

This thesis is motivated by my desire to understand what it is a Change Agent actually does. Change Agents work in a variety of ways, and have a variety of organizational experiences in helping to create change. Over the years I have become more aware that there is no single body of theory that combines and explains the practical and theoretical approaches that can be taken in Change Management.

In this thesis I will show how I use my current and past practice to improve my understanding of my ontology as a Change Agent and develop an Inclusional epistemology, based on my evolving practice. This ontology transforms the way Change Management within an industrial setting can be approached, by creating fluidity across boundaries and a receptive co-creative space. In this way I create my own Living Theory.

This thesis demonstrates through the narrative of my personal journey how being an Engineer and a Co-Creative Catalyst in generating organizational change can be an Inclusional and transformational journey. Co-Creative Catalyst(s) use their own professional and personal values to help generate a creative space at the 'Edge of Fluidity', a space of embodied and emergent viewpoints on what change should be. This thesis will demonstrate how an Inclusional practice can be used to help create change, whilst also demonstrating that current economic practice needs to be understood as a fundamentally important barrier to fluidity of ideas across boundaries. This thesis demonstrates how Inclusional change can incorporate social, technical, as well economic models to be truly sustainable.

A further element that this thesis shows is that the language used needs to change in order to generate an Inclusional and transformational journey. The language used in this narrative changes with the development of my epistemology.

A thesis submitted for the degree of Doctor of Philosophy; April 2009
Graham van Tuyl, University of Bath, School of Management, England
From Engineer to Co-Creative Catalyst; An Inclusional and Transformational Journey.
A thesis submitted for the degree of Doctor of Philosophy; April 2009
Graham van Tuyl, University of Bath, School of Management, England
From Engineer to Co-Creative Catalyst; An Inclusional and Transformational Journey.
Index

Summary of Research Topic......................................................................................................................... 3

Acknowledgements........................................................................................................................................ 11

1. From Engineer to Co-Creative Catalyst: A Living Thesis ................................................................. 13
   1.1. General Overview ............................................................................................................................. 13
   1.2. A Brief Description of the Chapters ............................................................................................... 32

2. Research Methodology and Standards of Judgement ..................................................................... 39
   2.1. Introduction .................................................................................................................................. 39
   2.2. My Intent ....................................................................................................................................... 45
   2.3. Standards of Judgment .................................................................................................................. 54
   2.4. Research Methodology .................................................................................................................. 63
   2.4.1. Justification of a Living Theory Methodology .......................................................................... 67

3. Change Management – A Personal Perspective ............................................................................... 77
   3.1. Descriptions of Change .................................................................................................................. 79
   3.1.1. A Perspective on Change ........................................................................................................... 79
   3.1.2. Change – A different perspective .............................................................................................. 87
   3.2. Change Agency and Change Agents ............................................................................................. 90
   3.2.1. Change Agents – What are they and what do they do? ............................................................. 90
   3.2.2. Change Agents – A Profession .................................................................................................. 96
   3.2.3. Change Agents Evaluating Change Agents .............................................................................. 105
   3.3. Change: Incremental or in Profound Steps .................................................................................. 108
   3.4. Frameworks to Make Sense of Experiences ............................................................................... 114
   3.5. Inquiry and Impact; a Financial Dimension .................................................................................. 123
   3.5.1. Economic Theories and Perspectives ....................................................................................... 128
   3.5.2. The History of Economics ........................................................................................................ 133
   3.5.3. Economic Theory Meets Social Responsibility ......................................................................... 138
   3.6. Personal Development .................................................................................................................... 141
   3.6.1. Development Levels – An Attempt to Generalize ................................................................... 141
   3.6.2. Feedback Loops and Development Levels ................................................................................ 153
3.6.3. Timing in Development and Learning ................................................. 159
3.7. Conversations – How to Engage the Soul ........................................... 165
3.7.1. Conversations with Intent ............................................................. 166
3.7.2. Being in the Moment ................................................................. 178
3.8. The Edge of Chaos – A Transformational Place ................................ 184
3.9. Divisions and Boundaries .................................................................. 188
3.9.1. Perspective and Language around Systems and Boundaries ....... 196
3.10. Inclusionality and Fluid Boundaries .................................................... 201

4. Distance Travelled ............................................................................... 209
4.1. A Conversation with Jack ................................................................ 213
4.2. Common Threads ............................................................................. 217
4.3. ‘The Edge of Fluidity’ ..................................................................... 224
4.4. The Components of Transformational Change ............................... 227
4.4.1. How and Where to Start .......................................................... 227
4.4.2. Building Commitment for Change ............................................. 238
4.4.3. Taking People Safely to the Edge of Fluidity and Back ............... 244
4.4.4. Softening and Moving Boundaries ............................................. 249
4.5. It’s about Me .................................................................................... 251
4.5.1. Grasping My Opportunity ......................................................... 257
4.5.2. Development Levels – Distance Travelled ................................. 263
4.6. Results ............................................................................................ 266
4.6.1. Results – A Traditional Viewpoint ............................................. 268
4.6.2. Results – An Emerging Viewpoint ............................................ 269
4.6.3. To Be Inclusional Requires a Different Language ....................... 279

5. Epilogue ............................................................................................. 287
5.1. Co-Creative Catalyst - An Identity ................................................... 289
5.2. Simplicity and Creativity are Two Sides of the Same Coin! ............. 297
5.3. Beyond the Edge of Chaos – ‘The Edge of Fluidity’ ......................... 306

6. Bibliography ....................................................................................... 313
6.1. References ....................................................................................... 315
6.2. Audio Visual Material – Content Description .................................. 325
6.2.1. Clip 1 – Graham John van Tuyl “Discussions” ............................ 327
6.2.2. Clip 2 – Conversation with Jason; Jason 6 Feb. ’04 .................... 327
6.2.3. Clip 3 – Empathy and Incisive Questions; Jason 13 March ’04 .... 327

A thesis submitted for the degree of Doctor of Philosophy; April 2009
Graham van Tuyl, University of Bath, School of Management, England
From Engineer to Co-Creative Catalyst; An Inclusional and Transformational Journey.
This is a thesis about change, personal change linked to organizational change. I am an Engineer and I am a Co-Creative Catalyst, a person who helps others to transform the situation they are in. This thesis is about improving the steps a single person or social formations can make to increase the chances of creating a better and more sustainable future. The most important changes are in individuals’ behaviours. This changes structures, processes, competences and allows development. If this is done, results will follow.

This thesis is not about ‘crystal ball gazing’ and has been built on my experiences and uses practical examples from my practice as a Change Agent. It is about real situations, real people and real steps that could be made to help transform situations, by making boundaries ‘fluid’.

As the picture shows, a person can be on both sides of a boundary. It is just about points of view, and openness and empathy towards the other viewpoint – Inclusionality!

A thesis submitted for the degree of Doctor of Philosophy; April 2009
Graham van Tuyl, University of Bath, School of Management, England
From Engineer to Co-Creative Catalyst; An Inclusional and Transformational Journey.
A thesis submitted for the degree of Doctor of Philosophy; April 2009
Graham van Tuyl, University of Bath, School of Management, England
From Engineer to Co-Creative Catalyst; An Inclusive and Transformational Journey.
Acknowledgements

There are a great many people who have helped me in writing this thesis by reading initial drafts and then challenging me, or by just listening and asking questions to clarify their understanding. I want to acknowledge their influence on this thesis and me, and to thank them for their help.

The following people I want to thank are in no particular order:
Scott McKenzie and Roger Laign (RLG International); Laas Elzenga and Philip Lawry (Shell); Egil Eide, Siegmar Behnke, David Durkee and Marilyn Smith (ExxonMobil); Harald Schulenberg (Gazprom); Harris Swartz (Oxidental Petroleum); Wolfgang Mitschker and Freek Zuidema (KCADeutag); Dee Keane (Oxford); Donna Ladkin (Cranfield); Jason Nicholls and Ian Phillips (CARPP 7 members, University of Bath).

There are many others, and they will know who they are. Thank you.

A special mention needs to be made for Chris Barnes at the University of Bath for her common sense approach and telling me what to do.

A special thank you also goes to Dr. Alan Rayner of the University of Bath as the internal examiner and Prof. David Sims of the Cass Business School as external examiner. I am delighted to have had these two experts, in relation to the points made in this thesis, examine me.

Last, but not least, a very special thanks goes to Dr. Jack Whitehead, whose support and belief in me have been an ongoing, welcoming and challenging source of encouragement. He has been a ‘rock’ in the ocean, constantly there! He could not possibly have done more than he did for me.

This paper is for Gerry, James and Alex.

With Love.